



# **People Sustainability Global Summit**

**Wednesday 6 and Thursday 7  
December 2023**

Cottons Centre, London

## **BEYOND THE GATES**

A thought leadership report on the  
4th Human Capital Global Summit,  
London, 6&7 December 2023



# The most inspiring day

## Introduction

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On the 6 and 7 of December 2023 we welcomed thought leaders from around the world to the People Sustainability: Global Summit 2023. The summit was organized in collaboration with the Capitals Coalition and hosted by Jacobs at their European headquarters in London, UK.

This Global Summit was the third in a series of People Sustainability Global Summits, the first in 2019 hosted by L'Oréal in Paris. The 2023 Global Summit was organized by the Capitals Coalition's Valuing Human Capital in Occupational Health and Safety Project. The project was launched in 2020 and is co-chaired by Malcolm Staves and Kathy Seabrook in partnership with Natalie Nicholles, Senior Director of the Capitals Coalition.

Providing a forum for invite-only thought leaders to exchange ideas and best practices, the Global Summit 2023 focused on the value of people (a company's human capital) and their health, safety and wellbeing at work and beyond. The summit brought together safety, health, environment and sustainability professionals and professional organizations from across the world to share their successes, challenges and innovative solutions, with a focus on workforce safety, health and wellbeing contributing to the value of people at work.

The Global Summit incorporated cutting-edge topics such as neurodiversity, mental health, human capital, organizational energy, the intersectionality of the value created by people and nature and the New Value of Safety in a Changing World research recently published by the National Safety Council. The Summit challenged us to broaden our scope of work with a great debate on whether mental health is the remit of the safety and health profession.

We wish to thank the supporters of the 2023 Summit, specifically Jacobs for hosting the event at their European headquarters in London and a huge shout out to NEBOSH for their coordination efforts, without which the event would not have occurred. We would also like to recognize the Institute of Advanced Risk Management (IARM) and L'Oréal for hosting the attendee reception and again to IARM for supporting Professor Bernd Vogel's participation in the Summit.

Also, special thanks to the Global Summit Steering Group for curating a strong agenda to challenge us. You are individually recognized in the body of this report. Finally, thank you to Global Solutions, Inc. for sponsoring this report and Louis Wustemann for creating it. Special thanks to our speakers, panelists and other thought leaders for their contribution and willingness to share their expertise and experiences, including both successes and challenges to the betterment of all in the room. We look forward to seeing many of them again at our 2024 summit in December; planning is already underway.

This People Sustainability Global Summit challenged all of our assumptions and bias on whether we are future fit for the work head in this changing world. We invite you to read this report with a mind to learning more about current and emerging topics from your peers who are leading the way.

In the end, only you can answer the question:

***“Are you and your company ‘Future Fit’?”***

Best regards,

**Kathy A. Seabrook, CSP, FIOSH, EurOSHM, FASSP**  
and **Malcolm Staves, FIIRSM FIChemE**  
Co-Chairs, Capitals Coalition's Valuing Human Capital in OHS Project

## Key summit takeaways

- *Health and safety professionals are increasingly being asked to provide data on people sustainability in organizations. They should become more involved in shaping those measures.*
- *Practitioners need access to new methods to calculate the value of keeping organizations' human capital healthy and safe.*
- *Corporate inclusivity, including attracting and nurturing neurodivergent employees must be prioritised so people are enabled to bring their whole selves to work, reducing stress and increasing productivity.*
- *Leaders must guard against complacency; comfort, even when it is bred of success, discourages innovation.*
- *Artificial intelligence and next-generation technologies need to be better understood by professionals who will have to deal with the potential risks they pose as well as helping reap the business benefits.*







Kathy Seabrook

## *The value of people*

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Kathy Seabrook, Co-Chair, Valuing Human Capital in OHS, at the Capitals Coalition and CEO of Global Solutions Inc and Malcolm Staves, Global Vice President Health & Safety L'Oréal, welcomed everyone to the Summit. Malcolm asked the delegates to count to 10 and said "In those 10 seconds, someone has died somewhere in the world because of work." He asked everyone to keep that statistic in mind, adding that it was why the attendees at the summit were assembled: "We are all about people sustainability and how we protect those people, from health, safety and wellbeing point of view."

Kathy noted the difference between ESG (environment, social and governance measurement and reporting) and sustainability, saying that ESG had been developed for investors to help measure and manage risk in their portfolios, while sustainability was about long-term value for companies, their internal and external impacts and dependencies.

She said the social element was coming to the fore, "And that's us; we are the people side of sustainability. We are looking to have people working in our organizations and our value and supply chains that are safe, healthy and have a sense of wellbeing at work." She said diversity, equality and inclusion was wrapped up in this work, along with corporate social

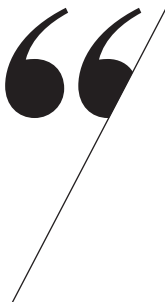
responsibility. The International Labour Organization's 2022 statement raising safe workplaces to the status of a human right elevated the OHS profession's importance. Another way of expressing the ESG and sustainability components was as capitals and the value of people to an organization was the value of its human capital, she said, which was taking its place beside natural capital and financial capital. Part of health and safety specialists' centrality to ESG was "getting companies to recognise the value of people".

"Over the years we have been talking about how we had to vie for a seat at the board of directors' table," she said. "Well, I am here to tell you: we are the table!"

# The Summit delegates

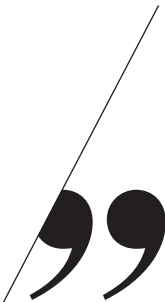
The Summit welcomed delegates from organizations including:

American Society of Safety Professionals, American Industrial Hygiene Association, Beck & Pollitzer, Chartered Institute of Environmental Health, British Occupational Hygiene Society, Capitals Coalition, dsm-Firmenich, DSTL, European Network of Safety and Health Professionals, Global Solutions, Inc., Health and Safety Professionals – Canada, Institute of Advanced Risk Management, Institution of Occupational Safety and Health, International Institute of Risk and Safety Management, International Labour Organization, Jacobs, L’Oréal, Pernod Ricard, Henley Business School, Mercedes-AMG Petronas Formula One International, Lapcorp Drug Development, MeiraGTx, National Examination Board in Occupational Safety and Health, National Safety Council, Netflix, Ørsted, Protex AI, Reckitt, Royal Society for the Prevention of Accidents, Transport for London, the Sleep Charity Advisory Board, and Unilever.



***We are the people side of sustainability. We are looking to have people working in our organizations and our value and supply chains that are safe, healthy and have a sense of wellbeing at work.***

Kathy Seabrook, Co-chair, Capitals Coalition  
Valuing Human Capital in OHS Project







Laura Ambrose

## *Produced with purpose*

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The Summit's keynote sessions kicked off with a presentation on the importance of corporate purpose by Laura Ambrose, Chief Safety, Health and Environmental Officer at Unilever. Laura is responsible for Unilever's global strategy for health safety and environmental management for 125,000 employees and 50,000 contractors at 250 sites in 190 countries, producing 400 brands, from Cif cleaner to Dove soap to Ben & Jerry's ice cream.

Laura said she leads a group of 800 safety, health and environment professionals trying to align with the company values by ensuring a healthy and safe environment across the planet through employees and contractors. She said the company aimed for best performance in total shareholder return, balanced by the belief that "brands with purpose grow, companies with purpose last and people with purpose thrive".

In employee surveys 96% of employees agree with the statement "Unilever is committed to my safety" – it has been the top answer for three years in a row. "Clearly our voice is getting through to our own employees," she said, noting that Unilever's accident frequency rate was 0.62 per million hours

in 2022, better than all the fast-moving consumer goods companies it uses to benchmark safety performance. The company hosts parties across its sites on the United Nations' World Day for Safety and Health at Work on 28 April, in which all the corporate leaders participate. In the past year, the top 150 executives and managers also spent a day each talking about safety at a site outside their division. "That is to get them out of their comfort zone," she said. "Also, if they go to one of their regular sites they are going to talk business and I don't want them talking about the money side."

Turning to the group's value chain, she gave the example of a two-day event dedicated to health and wellbeing for 115 contract drivers in Mexico, which

offered free vaccinations, eye examinations, blood pressure tests and massages. The medical checks diagnosed 18 cases of hypertension and 17 cases of hypoglycemia. We are going to expand this kind of workshop across the world," said Laura, "because our drivers need it and we benefit from it."

On the consumer side, she highlighted campaigns to teach thorough handwashing to millions of people in Asia, Africa and Latin America to try to curb rates of pneumonia or diarrhea which lead to the death of 1.2 million children aged under five every year.

Unilver's sustainability efforts had led to it being rated highest in GlobeScan's SustainAbility Leaders Survey and gold class in the Dow Jones Sustainability World Index. "We know that safety is about people," Laura concluded, "and when we take care of our people our people take care of the business. And that's why we think we are as good as we are."

***“ Brands with purpose grow, companies with purpose last and people with purpose thrive ”***

Laura Ambrose,  
Chief Safety, Health and  
Environmental Officer,  
Unilever







John Dony

## *Safety revalued*

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A three-year study attempting to surface more of the “iceberg” of positive organizational and societal value generated by good safety management was the subject of John Dony’s keynote. John is Vice President, Workplace Strategy, at the US National Safety Council. He said the project started in 2020 with a survey of 750 safety and health leaders but also sustainability, HR and operations specialists.

The poll found 71% of organizations included health and safety metrics in their annual reports and sustainability reports. But most were using lagging indicators such as accident rates. The research also showed that only 16% of 320 safety and health professionals surveyed had decision-making roles in ESG strategy in their organizations.

The NSC researchers were able to build on a study commissioned by Lloyd’s Register Foundation from the University of Delft in the Netherlands that had represented the different elements of value that occupational safety generates in a hierarchy according to how much evidence had been produced to support each one. At the bottom was employee health and cost savings, with plenty of supporting research and at the top were benefits to society and corporate reputation, which were

less studied. The NSC team reviewed 117 frameworks, said John, from ISO standards to the UN Sustainable Development Goals, “to see how they articulated the value of safety and health, if they did.”

They filtered down to 10 frameworks that best expressed the value of safety and health and mapped these 10 against the main components of ESG: diversity, equity and inclusion, environment and sustainability and ethics and governance and of the Total Worker Health (TWH) model promoted by the US National Institute of Occupational Safety and Health: serious injury and fatality prevention, mental health and psychological safety.

The researchers synthesised these findings into a model of concentric circles with traditional OHS work at the centre radiating through a ring of the



lens of the new view of safety focused on human and organizational performance, through the TWH and ESG rings to the outer ring of the components listed above. "I've found it compelling how many senior leaders you can put this in front of and they all of a sudden understand why we are linking safety and health and sustainability and why they are intertwined," said Dony.

"We needed to create some tools for the profession on the back of this model," he added. Working with the organization Valuing Impact the NSC distilled the research work and created practical activation guides mapping the pathways for organizations to measure the impact and value of an OHS input, whether the value is primarily to society, through improved quality of life and increased belonging for employees, or to business through better business continuity or maintaining reputation. "Any organization can look at any of these metrics and get something back from it," he said.

Using the tools to evaluate sports brand Nike's value chain, they identified \$7mn of untapped value creation from OHS in one year. "All you have to do is bring in your data from any organization, serious injuries, fatalities, duration of a disability on average when you have a claim, and we provide the secondary data from validated sources," he said. You can go through this workbook and end up with your own calculation like the Nike study and understand what hidden value you might have at your fingertips that you weren't thinking about."

He said the findings could drive a much more comprehensive conversation among leaders about "who and what should be involved in ESG decision making". More broadly he said the NSC hoped the tools could be used to influence broader groups of stakeholders including investors and regulators about the place of OHS in ESG. "I think we are at the start of a journey not the end of it and I'm really excited to see the conversation starting to shift."

[www.nsc.org/workplace/resources/new-value-of-safety](http://www.nsc.org/workplace/resources/new-value-of-safety)

***"I think we are at the start of a journey not the end of it and I'm really excited to see the conversation starting to shift."***

John Dony, Vice President, Workplace Strategy,  
National Safety Council

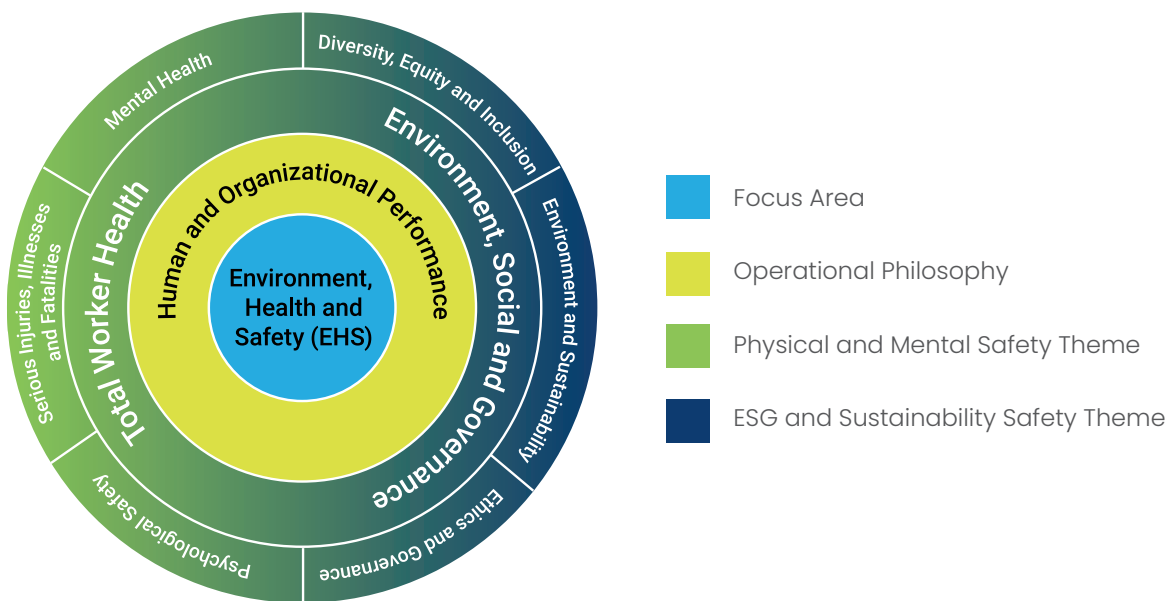


Figure 1: Framework of Environment, Health and Safety Themes

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Natalie Nicholles, Neil McFarlane, Adele Tharani, John Dony, Laura Cameron

## *New value proposition*

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John Dony followed his keynote on a panel chaired by Natalie Nicholles, Senior Director at the Capitals Coalition, on ways of bringing the value of people into decision making.

Natalie said that one of the problems with revaluing employees' safety was the habit of business to externalise the impacts of accidents and ill health. She asked John how he thought the message about impact beyond financial value could best be communicated to corporate leaders, "because it is a fundamental change in the mindset of business." He said organizations just needed to pick a couple of the metrics NSC had provided and start tracking them, asking "do they add value for you?"

Other panellists reflected on their efforts to extend the definition of value. "It has taken me over 30 years to get from the centre to the edge in how I've widened the scope of what I do," said Neil McFarlane, Head of Corporate Operational Audit at fragrances and flavourings group dsm-firmenich. "Thirty years ago I would have called myself a safety officer, today I would say I was more in the business of risk and ESG." He said he was trying to move away from

using traditional benchmarks of lagging indicators to benchmark his organization's performance, to measures of purpose and impact. One of the metrics he said he presented to directors was the number of people who would have been injured but for OHS interventions.

Laura Ambrose noted that the top six executives in Unilever were judged on a set of 38 different metrics such as diversity and inclusion as well as financial performance, with targets every year.

Adele Tharani, Social Sustainability Manager at Danish renewable energy company Ørsted said that her aim was been to create a social vision and goals as easy to understand as the net zero emissions target, ones that would resonate with stakeholders from customers to the C suite. The result, under development in 2024 will be a "people positive" framework that talks about net impacts on employees and communities.

Natalie opened up the debate to delegates. One senior safety manager suggested that when executives and frontline employees were engaged with the value of safety, there was still a “gungey middle layer” of management who were hard to get the message through and asked for recommendations. Neil McFarlane said he had tried to educate his OHS specialists to use data to “talk the language of management, whether that is senior management or middle management, and start introducing the concepts of impact and sustainable business and making the business case.”

Another delegate noted that often social campaigns such as those run by Unilever were mirrored by those from competitors such as his own company but that there was no collaboration. Adele Tharani said that it would be hard for competitors to share resources but they could at least agree on social goals. “If we work separately towards a common goal, we are on to something,” she said.

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I would have called  
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Neil McFarlane, Head of  
Corporate Operational  
Audit, dsm-firmenich







Charles Redinger



Bernd Vogel

## *How healthy, how sustainable?*

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“Many of us have studied human factors in our education, but what about the human-organizational interface. How do we as humans work the knobs and levers to get influence in an organization?” The question was posed by Charles Redinger, founder of the Institute for Advanced Risk Management and President at Redinger 360, Inc. Charles moderated a session in which Bernd Vogel, Professor of Leadership at Henley Business School challenged delegates that they might still be singing the same songs about leadership that they had been singing for 15 years “because we like old tunes”. But the outside world was changing radically, he said. “Talking to those who are convinced gives you a warm fluffy feeling but nothing moves. The question is how do we move and change things.”

Change came from energising people, he said, but enthusing them about safety and human capital when they were already exhausted by financial targets and crisis response was hard. He described four energy states that teams and organizations

could exist in. Productive energy was marked by high levels of enthusiasm and action towards shared goals. “The tricky bit is to stay there,” said Bernd. Comfortable energy was marked by relaxation as a result of good performance, but risked breeding complacency. Resigned inertia was one of the undesirable states, with high levels of apathy often as a result of initiative overload. Finally, corrosive energy was marked by cynicism, backstabbing and toxic behaviour and could be contagious, he warned. He advocated regularly assessing which energy was dominant in a project or organization. To maintain the ideal state of productive energy, leaders needed to identify a vision or opportunity, communicate it to everyone and build their confidence that they can achieve it.

He concluded with a challenge for the Summit delegates: “I’m interested in sustainable conferencing. If this one and-a-half days doesn’t create any impact outside this room it is a failure. What is the footprint you will create?”

A delegate asked how to change the mindset of management teams who were reluctant to learn a new song because they fell back on the adage "If it's not broke don't fix it." Bernd suggested shock therapy, hammering home the numbers killed or injured in the workplace, "even bring a couple of coffins into the leadership development programme, I wouldn't shy away ... we owe it to these people to do things differently."

Wrapping up the session Kathy Seabrook said the advice to monitor organizational energy was important. "We are doing our risk assessments, but what's the assessment on where we are?"

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***Talking to those who are convinced gives you a warm fluffy feeling but nothing moves. The question is how do we move and change things***

Bernd Vogel, Professor of Leadership,  
Henley Business School

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Martin Coyd and Malcolm Staves

## *In or out? Mental health and psychological safety*

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The Summit's first day closed with a debate on whether OHS professionals' remit should include mental health and psychological safety, with opposing sides taken by Malcolm Staves and Martin Coyd, Group Head of Health & Safety at engineering services group (see page 31) Beck & Pollitzer, who has taken a leading role in promoting mental health support in UK construction.

Focusing on psychological safety first, Martin argued that it was in no other profession's remit to make people feel safe to take interpersonal risks, speak up, disagree and raise concerns, free of negative consequences. "We have this ability to shape things and to interact with people and give them permission, in that leadership context, to speak up and to put an arm round and protect them. That means it is, for me, the role of the EHS professional."

Malcolm countered that it was up to leaders, not OHS specialists, to develop a psychologically safe environment for people to perform at their best. "Yes, we need to be involved but it's not an OHS professional's responsibility to drive it."

A poll of delegates showed that most sided with Malcolm. When the debate was opened up to the floor, several delegates spoke up to argue for a

middle option, that responsibility was split between leaders and OHS professionals. One asked why safety functions allowed anonymous reporting of events and safety observations and accidents and concerns was encouraged if they were responsible for psychologically safe workplaces. "Because why would you not put your name to something if the environment is psychologically safe?"

Another said that it differed by organization and the level of leaders' maturity. A third delegate argued it was a misconception to think psychological safety was purely an OHS topic whereas "it runs across everything". Another delegate said that whoever had the technical expertise should lead on psychological safety, whether it was HR, OHS or leaders. "I don't know about you but I'd much rather we were leading it than HR," responded John Dony. A second show of



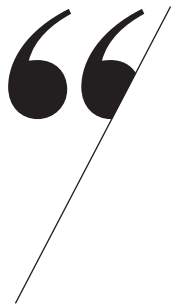
hands found that a majority agreed responsibility was split between leaders and OHS professionals.

The second issue for debate was mental health. Martin Coyd said that the number of people killed at work in UK construction – 35 a year – was dwarfed by the sector’s annual suicide total of 650. He argued that since health was on the OHS job title, that should include “all of health”. (In a later session, Ruth Wilkinson, Head of Policy at the Institution of Occupational Safety and Health noted that in a recent survey 73% of IOSH members believed mental health was in their remit.)

Malcolm Staves argued that OHS practitioners had limited time and that preventing injuries from accidents and work-related ill health had to be their priority: “If the EHS profession starts to work more on mental health with a limited amount of time they stop looking for the low probability but catastrophic events that are out of sight, out of mind.”

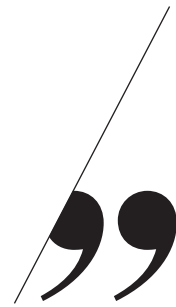
A delegate argued that mental health issues needed to be handled by somebody with a level of expertise or their involvement could be counterproductive. Martin noted that workplace mental health support did not extend to treatment, just to providing immediate support like first aiders and helping direct those in need towards expert help.

The session ended with a final vote, which revealed around 60% of delegates believed responsibility for mental health assistance was shared between the professions.



***We have this ability to shape things and to interact with people and give them permission, in that leadership context, to speak up and to put an arm round and protect them***

Martin Coyd, Group Head of Health & Safety,  
Beck & Pollitzer





Fiona O'Donnell

## *A million points of light*

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"I have lots of slides with lots of data," said Fiona O'Donnell, Global HSE Strategy Lead at Jacobs, "but this story isn't about data and numbers, it's about people." Her presentation focused on the impacts on individuals of Jacobs One Million Lives mental health support campaign.

She gave the example of a senior executive in the US who had been off work for two months and had been planning to take her life. She had dropped off her daughters at a class, driven to a cliff edge and was on the point of jumping off when she thought about One Million Lives and her training as a positive mental health champion and the support Jacobs had given her and she got back in her car and went back to her children. "I have loads of those stories," said Fiona, "and they sit in my head all the time.

But away from the stark examples of lives saved, the campaigns could have a wider impact on most people at work, she said. Jacobs Mental Health Matters initiative had started in 2016 with the response to an individual's struggles which took him away for extended periods. The company's Senior Vice President of HSE, Paul Hendry, had decided the organization needed to offer better support to this

colleague and others like him and the company began training mental health champions at its London office and was inundated with demand for help. Numbers of champions and offices covered expanded quickly.

One Million Lives, an app for individuals to track their mental health, grew out of a strategy developed in 2017. She said it had been hard work, "but is it worth it? Absolutely!"

"It's not just about poor mental health, this is about the everyday and supporting people with the everyday, because the pressures people are under are like never before," She added.

From its own employees, Jacobs had expanded to the initiative to other organizations, running the "World's Biggest Mental Health Check-In" in 2022 and 2023, using the freely available app that allows



users to rate themselves on measures such as psychological support, sleep, coping strategies, social media use and perfectionism. The number of people using the #onemillionlives hashtag had doubled to 2mn in 2023.

Fiona cited stories of those who had disclosed mental health worries to loved ones for the first time after using the app. She noted the anonymised data the app provides is valuable for informing policy. When it launched in 2020 usage figures revealed employees under 35 were struggling with social

isolation, "So we were able to prioritise that group for coming back to the office." The data also revealed that over 50% of the under-35s had experienced suicidal thoughts. This resulted in suicide prevention training for all staff and upskilling of line managers to have conversations about mental health.

"This is something that we can solve," she said of people feeling unsupported with poor mental health, "but we need a movement, we need a revolution around this. This is not a Jacobs initiative this is for everybody to use."

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***“It’s not just about poor mental health, this is about the everyday and supporting people with the everyday, because the pressures people are under are like never before.”***

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Fiona O’Donnell,  
Global HSE Strategy Lead at Jacobs







Manal Azzi

## *The global picture*

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The official estimate of 2.78mn global work-related fatalities is often cited as evidence for how much more work there is for OHS professionals to do. But in her keynote session, Manal Azzi, Team Lead on Occupational Health and Safety at the International Labour Organization (ILO) was able to bring an updated figure released the week before at the World Congress on Safety and Health in Sydney, which is 2.93mn fatalities a year, based on 2019 data. She stressed that the total was still an estimate; accident reporting was improving in some countries, “but it’s still weak in others.”

In some parts of the world, she said, when an employee broke an arm at work “they don’t even see it as an injury, it’s just part of the job. A lot of that culture, especially in developing countries is still there.”

The influence of corporations with more developed safety cultures was important, she said, as small companies in other countries where injury rates were high were part of international value chains working

with multinationals: “This is where people are dying and there is a responsibility in the contracts we give,”

Manal showed the latest ILO data on the health burden of long working hours – associated with stroke and heart disease. “It is the number one work-related killer,” she noted.

The ILO’s tripartite structure, with governments, labour organizations and employers all represented, made its decision in 2022 to recognise the right to a safe and healthy workplace as a fundamental right and principle, all the more important. The decision created an intersection between human rights and occupational safety and health. It was obligatory on all countries whether they have ratified it or not. The difference was that those who have ratified it only have to report to the ILO on progress in implementing the right every three years. As an incentive, countries who have not ratified have to report yearly.

She said the ILO could not be everywhere at once so in higher wage countries it worked with employers such as those represented at the Summit to ensure

workers were given access to safe and healthy working environments. The organization was working on gaps in its standards on topics such as machine guarding, ergonomics and biological hazards, she said.

She admitted the ILO had been backward in formulating policy on mental health and psychosocial risks, but that was also now a priority. "We need to build on the efforts you have already made; the good examples, the workplace interventions you have made that work and your understanding of people at work."

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***We need to build on the efforts you have already made. The good examples, the workplace interventions you have made that work and your understanding of people at work.***

Manal Azzi, Team Lead on Occupational Health and Safety, ILO

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Sukhy Hogwood, Mark McBride-Wright, Nishma Mistry, Morgan Lobb, Lawrence Webb

## *All inclusive: embracing neurodiversity*

Sukhy Hogwood, Head of HSEW at Jacobs, chaired a panel on effective communication in a neurodiverse workforce. In a world where one in seven people are not neurotypical, she said there was a risk that routine corporate communications, including health and safety messages, were routinely overloading these people with information. “Are we putting these people at risk?” she asked.

Morgan Lobb, CEO of recruitment agency Vercida, said that senior people stepping up and admitting to their own neurodivergence, whether it was dyslexia or attention deficit hyperactivity disorder, created a safe space in an organization for others to speak up.

He said that a section of his company’s website with articles from neurodiverse people describing their experiences had higher readership rates than any other content. “Neurodiversity is here with a bang and it needs to be celebrated,” he said.

Nishma Mistry, Safety Strategy Manager at Transport for London said that her organization, too, had web pages where neurodivergent individuals shared their experiences, “and there’s a lot to learn from that”. Simplifying and varying communications instead of issuing pages of text filled with obscure acronyms benefitted all employees, she observed.

“The key thing is to know your people,” said Lawrence Webb, Chief Safety Officer at the UK government’s Defence Science and Technology Laboratory. To start conversations to gather the necessary understanding, managers needed appropriate support and knowledge, he said, to create the right framework. “But this is actually just good management,” he said, and should be framed as an opportunity rather than a challenge.

“Our reactions till now have been reactive, when people have got to crisis point with not having the right support,” said Dr Mark McBride-Wright MBE, founder of the EqualEngineers network. Now, he said, there were attempts to make proactive support available. He noted that Latonya Wilkins’ book *Leading Below the Surface* had taught him that many people practice shallow leadership, but deep focus enabled a leader to monitor how others were

or were not engaging in a group and to bring them in. "That only comes from having learned experience of groups to which you don't belong," he noted.

In audience questions, a delegate said that individuals with different conditions had different brain chemistry and needed different types of adjustment and support and the discussion needed opening up, "so we have an understanding of the challenges and barriers that individuals who bring these packages and gifts, whatever you want to call them ... so we can be inclusive of everybody."

One of the delegates challenged the panel, saying there needed to be whole events dedicated to DE&I and more attention paid to intersectionality in diversity. "A 45-minute discussion on DE&I is not enough." Kathy Seabrook, winding up the session, accepted the challenge and invited him to chair a session at the next event.

***Neurodiversity  
is here with a bang  
and it needs to be  
celebrated***

Morgan Lobb, CEO, Vercida





## Professional bodies step up

Kathy Seabrook introduced Dee Arp, Chief Operating Officer of the safety examination board NEBOSH to chair a panel of representatives of bodies with a combined membership of more than 100,000 safety and health specialists. They discussed what support the professional organizations could offer practitioners to deal with their changing role.

Asked how the changing risks brought on by the COVID-19 pandemic had affected their organizations and what they were doing to support members more recently, Ruth Wilkinson, Head of Policy at the Institution of Occupational Safety and Health (IOSH) said it had helped members with practical safe workplace guidance. IOSH's new Activate 2028 strategy committed it to social sustainability and collaboration with other organizations.

Louise Hosking, Executive Director of the Chartered Institute of Environmental Health, said that the institute's members employed by UK local authorities had played a vital role throughout the pandemic, checking that businesses had the right controls. She said the graduates now entering the profession would be expected to work a hybrid pattern of home and office, "So there is something for us as professional membership organizations to support that and make sure they have training and support."

Phillip Pearson, Chief Executive of the International Institute of Risk and Safety Management said the institute had made the adjustments to work from

home and dealt with associated mental health challenges. Now they were looking at ways to support the branch network, whether members wanted to meet virtually or in person.

Christl Aggus, Interim CEO of Health and Safety Professionals Canada, said collaboration and information exchange between the professional bodies was all important, "because this is where we get stronger, this is where we get better".

Linda Tapp, Senior Vice President, American Society of Safety Professionals said her organization aimed to help translate research and evidence into a form that its members could use to improve workplaces.

Kevin Bampton, CEO of the British Occupational Hygienists Association, said that safety professionals risked being "crushed in the middle" of multiple ethical responsibilities "and we need to help them out with that ... we need to make sure our people are properly protected and respected in the workplace."



Karen McDonnell



Sarah Gilchrist



Carole Spiers

## *All of me: the whole-person approach*

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In a panel on creating a whole-person, whole-life approach to protecting people Karen McDonnell, Occupational Health and Safety Policy Adviser at the Royal Society for the Prevention of Accidents asked how practitioners and their representatives could develop a more person-centred view of the employment relationship.

Carole Spiers, CEO of stress management consultancy Carole Spiers Group, echoed the previous day's debate about psychological safety and mental health, saying that did employees not always feel safe to speak up about experiencing stress. "Until we can grow a healthy workplace culture the individual is not going to bring their whole selves to work," she said. She noted there were 17.1 million working days lost due to stress anxiety and depression in the UK in 2021-22 plus a hidden burden of presenteeism.

Dr Sarah Gilchrist, physiologist and Advisory Board member at The Sleep Charity said that the human stress response needed a recovery phase after – of which sleep was an important component – and when that was not available there was a physiological cascade from the brain to the body leading to problems. "There is no physiological system in the human body that is not impaired by

poor sleep and enhanced by good sleep," she said. In her career as a sports physiologist, she said she had examined "determinants of performance" and believed that good sleep was the ultimate impact factor on high performance. Sleep health education must be spread throughout the workplace she argued, so employers and employees could discuss the issues.

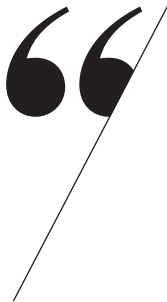
Drinks maker Pernod Ricard's wellbeing framework was described by Carole Smets, Group Health & Safety Director. The model comprises five elements where it can positively affect individuals: my mind; my body; my job; my resources; and my community. Employees are represented in the centre of these five constituents, she said and the model forms the foundation of local wellbeing plans around the world. "We hope we can breathe life into this framework so people enjoy working every day," she said.



Karen McDonnell referred back to Laura Ambrose's Unilever presentation the day before about health checks for supply chain drivers and asked if the panel had any insights into managing driving risk. Sarah Gilchrist said that driver fatigue in shiftwork was an important issue and that individuals and their employers had a responsibility to make sure they were fit to drive. She said there was a variety of ways to combat fatigue and noted some companies had gyms on site so drivers could do light cardiovascular activity to keep them alert.

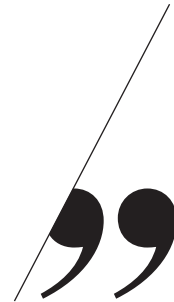
Carole Spiers said that stress was a key contributor to fatigue and exhaustion. She asked whether it was up to managers to spot the risk signs or up to employees to notice and report them. "The answer is that it's a dual responsibility," but the 'however' is that if the employee doesn't feel confident to speak up they won't say anything." The answer was to train managers to listen actively to employees and to be as approachable as possible.

She concluded that it was "really a great pleasure to be talking about mental health and health and safety in the same breath. And if we have got that it is such an important way forward."



***“Until we can grow a healthy workplace culture the individual is not going to bring their whole selves to work”***

Carole Spiers, CEO of stress management consultancy Carole Spiers Group





Louis Wustemann, Stuart Hughes, Mireya Rifa Fabregat, Melissa Mark-Joyce, Alastair Davey, Kathy Seabrook

## *Horizon scanning: skills for the future*

“Every next stage of your life will require a different version of yourself,” said Karen McDonnell, citing an anonymous quotation as she closed the penultimate panel session of the Summit. This provided the perfect cue for the final session, which convened five experts to consider the evolutionary role and skills needed for OHS professionals to be future fit. Chair Louis Wustemann started by asking panellists to predict the future that practitioners needed to be fit for.

“I’m all about connecting the dots,” said Kathy Seabrook, citing Apple founder Steve Jobs as a model for OHS professionals who needed to find the emerging patterns before they were apparent to the rest of their businesses and to prepare for them. Her key predictions were for the mainstreaming of OHS in sustainability management and the development of artificial intelligence (AI). “We have a role to play because it’s going to impact our people, both mentally and physically,” she said, “through personal protective equipment and training. There’s going to be all sorts of opportunities for us.”

Melissa Mark-Joyce, Associate Director EHS UK and Europe, Lapcorp Drug Development, who sits on an IOSH committee on the future of the OHS profession, said that climate change was going to be one of the biggest influences on business. She said the

changing demographics in the workplace was another. “The generation that is coming in values whether it is a workplace that is taking into account their health, safety and wellbeing.”

Mireya Rifá Fabregat, President of ENSHPO, said that coming from an organization that represents more than 150,000 OHS professionals, she had to think of the ones working in small businesses and farms as well as the big corporations. “There are so many different realities and different futures for OSH professionals,” she said. For the smaller businesses and those in lower wage economies, stopping workers falling off ladders and other controlling physical hazards was, and would continue to be, their main priority.



Stuart Hughes, Head of Health & Safety at Mercedes-AMG Petronas Formula One, agreed that in the smaller organizations there was not enough access to support and information to protect workers. "You could look at it quite positively and say we have lots of impact to make." The profession had the potential to help people globally, he said.

Alastair Davey, consultant and former Global VP Health, Safety and Environment at Sodexo, said one of the keys to the future was to think about the governance element of ESG, whether it was international bodies needing to cooperate or individual OHS managers making sure they had a clear line to the CEO and leadership team of their organization and ensuring accountability.

"Everything is interdependent," said Kathy Seabrook. The Capitals Coalition, where she co-founded and co-chairs the working group on Valuing Human Capital in OHS, was focused on identifying value generated by organizations and that part of that was the people: employees, contractors and supply chains. "Governance is about accountability systems," she said, and the certification systems such as the ISO 45001 management systems standard were about setting out those roles and responsibilities and accountability matrices.

She noted that in the Capitals Coalition working group, global heads of OHS had reported being asked to attend investor calls to talk about OHS standards and supply chains. She said through regulations such as the Corporate Sustainability Reporting Directive that and the Corporate Sustainability Due Diligence Directive would make accountability more transparent, even down to smaller companies in supply chains.

Returning the topic of AI, Alastair Davey observed that US tech leaders warned that the technology's impacts would be profound and far quicker than most people expect. "We are creating intelligences

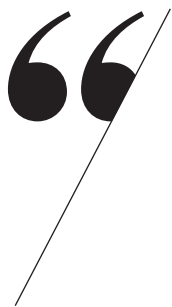
that exceed human intelligence. Governance becomes key again and also values and what we stand for, because we have choices about how we relate to these technologies and how we deploy them."

On the skills and competences needed for to manage the changes she envisaged, Melissa Mark-Joyce said collaboration and communication was essential with other disciplines. Mireya Rifá Fabregat agreed that communication skills were all-important, being able to talk convincingly both to shopfloor and boardroom audiences. Those communication skills could also be used to influence standards in supply chains, she said.

"Being able to lead through uncertainty is a really key skill, as change is the only constant," said Stuart Hughes. He said concept of the R number which became well known during the COVID-19 pandemic to measure how many people each person infected, could be used more benignly to measure practitioners' impact in spreading their messages.

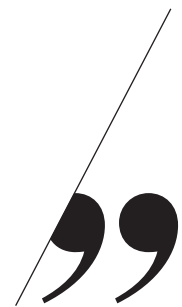
Concluding, Kathy Seabrook said she found that in all the organizations she dealt with the greatest resistance to change came from the OHS managers. "These things that we are talking about for the future, whether it's sustainability or AI, the reality is that the legal systems are coming in our direction ... so watch that space because it's coming to every company all around the world.

"This isn't about health and safety alone – even though we are the table – but there are a lot of other aspects that your C suites, your comms folks, your investor relations are going to be asking about. So the challenge for us is to get involved, because at the minimum we are going to have to be able to provide the information, the data that's going to be reported. But wouldn't it be nice to be one of the leaders? To talk about what we need to measure."



***The challenge for us is to get involved, because at the minimum you are going to have to be able to provide the information, the data that's going to be reported. But wouldn't it be nice to be one of the leaders?***

Kathy Seabrook, Co-Chair, Capitals Coalition's Valuing Human Capital in OHS Project



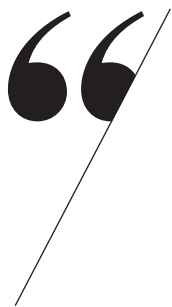


## Last words

Closing the Summit, Kathy Seabrook said the event had been marked by dialogue, debate and provocation. Delegates had explored the importance of neurodiversity, mental health, intersectionality, whole-person management and AI. She thanked the keynote speakers, panellists and steering committee. Special thanks went to Jacobs for hosting the Summit, to Malcolm Staves for his work behind the scenes and to NEBOSH for coordination.

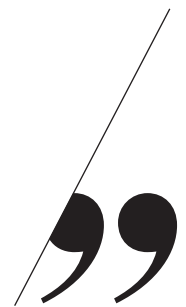
Malcolm Staves thanked Kathy for all her work and inspiration. “From a networking point of view, the way we are all getting on together is incredible. We have all come from different industries, different places, but we are here focusing on a common subject, which is continuously expanding.”

He asked delegates to put 4 and 5 December 2024 in their diaries, “so you can come here again to work on the cutting edge of health and safety”.



*We have all come from different industries, different places, but we are here focusing on a common subject, which is continuously expanding.*

Malcolm Staves, Global VP Health and Safety, L’Oréal





# Workshop

## *challenges and opportunities*

The Summit ended with a workshop session, facilitated by Christl Aggus and Rosie Russell, Head of EHS at MeiraGTx, in which delegates worked in groups of five to consider two questions:

- 1. Do AI and next-generation tech tools have a future in health and safety?**
- 2. What additional skills will health and safety professional need in the next five years?**

Their conclusions were recorded at the end of the session and are summarised in the following pages.



# Q/1

## *Do AI and next-generation tech tools have a future in health and safety?*

- AI is out of Pandora's box; it is not going away.
- We need to define use cases for AI and robotics: automating hazardous tasks; quality checking data; inspection and non-destructive testing.
- AI is valuable in OHS for its predictive potential, predicting failure, spotting patterns humans miss.
- It can be used for safety by design, planning out hazards from workplaces even before they occur.
- It speeds up data analysis exponentially.
- It can remove human bias from data analysis.
- It could be used to help make training more engaging.
- Generative AI can provide ideas for structure and content writing strategy and policy documents.
- It can help OHS professionals adopt the language of other business disciplines.
- It can be used for functional administrative tasks to leverage practitioners' time for vital tasks such as influencing and communications.
- Could it be used to gather collective knowledge of the profession in a single repository? Or a set of repositories for specialist subjects such as construction safety. Synthesizing knowledge from documents and records from different sources.
- Data protection controls will be critical.
- Generative AI can generate risk assessments, but if they are 70% correct, you have to control for the inaccurate 30%.
- Robotics and AI could relegate humans to a lone worker in a dark warehouse.





## Q/2

# *What additional skills will health and safety professional need in the next five years?*

- Understanding of and openness to AI and new technology is important as young workers will arrive in the workplace familiar with them.
- Education in automation and process safety will be useful.
- Knowledge of how IT systems work and systems integration.
- Critical thinking, statistics and data analysis, to sense check AI outputs.
- Understanding of different identities in the workforce as DE&I management becomes more important.
- Need to develop emotional intelligence.
- Strategic thinking skills and horizon scanning to be future fit.
- Need to develop the ability to influence all stakeholders.
- Collaborative work skills to enhance multidisciplinary working with other functions.
- Need to develop innovation and creativity alongside existing analytical skills.
- Ethics will be increasingly important.



## Summit Steering group

Dee Arp, Chief Operating Officer, National Examination Board in Occupational Safety and Health (NEBOSH)

John Dony, Vice President of Workplace Strategy, National Safety Council

Louise Hosking, Executive Director, Chartered Institute of Environmental Health

Karen McDonnell, Occupational Health and Safety Policy Adviser, Royal Society for the Prevention of Accidents

Natalie Nicholles, Senior Director, Capitals Coalition

Charles Redinger, Founder, Institute for Advanced Risk Management

Kathy Seabrook, CEO, Global Solutions Inc.

Malcolm Staves, Group Health & Safety Director, L'Oréal

Christine Sullivan, Risk Control Director, Sampo Global Risk Solutions

Julia Whiting, Director of Marketing and Communications, NEBOSH



